



PERSPECTIVES ON THE FEASIBILITY OF ENHANCED USE LEASE

Results of Group Interviews with Butler
VAMC Veterans & Employees

Presented by: VHA National Center
for Organization Development



Purpose

- ◆ To survey the perceptions of veterans and employees regarding the feasibility of an enhanced use lease with Butler Memorial Hospital (BMH)
- ◆ To provide a perspective of concerns and benefits from veterans and employees about this project

Employee Sample

- ◆ A sample of 120 employees were randomly selected and invited to participate
- ◆ Employees were representative of different services throughout Butler VAMC, including staff from all levels of the organization
- ◆ These groups included supervisors, union, bargaining unit, medical staff, nursing and other professional staff
- ◆ 73 employees participated

Veteran Sample

- ◆ A sample of 120 veterans were randomly selected and invited to participate
- ◆ Veterans were representative of different periods of service (e.g. WWII, Vietnam, Persian Gulf)
- ◆ Groups of current veteran patients, volunteers and service organization representatives were also identified
- ◆ 39 veterans participated

Concerns shared by both employees and veterans

- ◆ Putting veterans first
 - The Butler VAMC may take a “back seat” to Butler Memorial
 - Geographic location – BMH may want to be in the most prominent position on the property
 - The identity of the Butler VAMC could merge into Butler Memorial/VAMC

Concerns shared by both employees and veterans

- ◆ Putting veterans first (cont.)
 - Veterans could lose priority access to services
 - If the general population is present, the camaraderie inherent in being at an all-veteran facility would be lowered
 - We will have to grow in the future (due to current military commitments worldwide) and we cannot with BMH on our grounds

Concerns shared by both employees and veterans

- ◆ Continuity/quality of care and employment
 - Jobs will be lost
 - Duplication of services with BMH, so Butler VAMC could lose services
 - Attrition due to changes; recruitment by BMH
 - During construction, where will patients receive care?
 - Billing – Who will pay for what services and where?

Concerns shared by both employees and veterans

- ◆ Continuity/quality of care and employment (cont.)
 - This is another step towards eliminating the Butler VAMC
 - Veterans may receive lower-quality care
 - Will their doctors fall under federal guidelines?
 - Will our doctors need additional certification?
 - Who will check the quality of veteran care at BMH?
 - Whose work processes will be followed?
 - E.g., admissions; formulary – will different processes impact quality of care?

Concerns shared by both employees and veterans

- ◆ Facility and community concerns
 - Traffic on area roadways
 - Availability and convenience of parking
 - How will security/fire be handled?
 - Under federal laws? Single security/fire department?
 - Helicopter noise, especially with surrounding community
 - Eventually BMH may want to expand

Concerns shared by both employees and veterans

- ◆ Facility and community concerns (cont.)
 - Who will be responsible for the grounds?
 - What will happen to our memorials?
 - Will space be set aside for future memorials?
 - Campus grounds (e.g. trees, grass) contribute to the well being of veterans – Much of this will be covered with buildings
 - BMH could run out of money during the process and leave an incomplete product

Concerns shared by both employees and veterans

- ◆ If Building 1 is demolished
 - Veterans will lose a significant part of their history
 - Butler VAMC will lose its identity
 - Veterans and employees will have less access to services during construction

Concerns shared primarily by employees

- ◆ What will happen to jobs?
- ◆ Technical issues:
 - How will patient files be managed (electronic record, CPRS)?

Concerns shared primarily by veterans

- ◆ Building 1 has emotional and symbolic significance – if it is destroyed it would be difficult for many veterans
- ◆ Who will represent us in negotiations?
 - Our interests must be protected in this planning

Perceived benefits shared by both employees and veterans

- ◆ Greater access to “state of the art” services and technology
- ◆ Veterans might be able to receive all their medical services on one campus
- ◆ Veterans and their families won’t have to travel as much
- ◆ This may help Butler VAMC develop instead of losing more services

Perceived benefits shared by both employees and veterans

- ◆ More immediate access to specialty and acute care
- ◆ Aging Butler VAMC facilities would be renovated
- ◆ Greater collaboration may mean improved care
- ◆ Greater access to educational opportunities
- ◆ May improve recruitment/retention of veterans and staff



What must occur to insure the identity of Butler VAMC?



- ◆ Veterans must always come first in terms of decisions that are made
- ◆ Memorials, monuments and consecrated grounds must remain intact
- ◆ Greater publicity of what we have to offer veterans and the community
- ◆ Distinct facilities



What must occur to insure the identity of Butler VAMC?



- ◆ Veterans should continue to be served by employees that are dedicated to the mission
- ◆ Veterans are a family and need the opportunity to regularly bond with other veterans
- ◆ Butler VAMC should be located in the most prominent position on the property

Other Questions from Veterans and Employees

- ◆ Why does BMH want to be here when there are other options for location?
- ◆ What do the plans look like as far as hospital position (BMH vs. Butler VAMC)?
- ◆ How many jobs will we lose?
- ◆ Where is our public presence (e.g. television, public hearings)?

Other Questions from Veterans and Employees

- ◆ What is the timeframe/cost to VA?
- ◆ What will happen when the 75-year lease agreement is up?
- ◆ How will the work processes and systems merge between VA (federal) and BMH (private)?
- ◆ Why are we only now being asked about this?

Thoughts about the format for the veteran/employee groups

- ◆ Will this information be utilized by leadership?
- ◆ Will BMH employees be doing the same type of groups?
- ◆ It is better to get this information in a small group format rather than town hall meetings
- ◆ This is a start, but veterans and staff need to be involved throughout the decision making process

QUESTIONS?

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